S. HRG. 100-448

NOMINATION OF CHARLES L. GRIZZLE

HEARING

BEFORE THE

COMMITTEE ON ENVIRONMENT AND PUBLIC WORKS UNITED STATES SENATE

ONE HUNDREDTH CONGRESS

SECOND SESSION

ON

THE NOMINATION OF CHARLES L. GRIZZLE TO BE ASSISTANT ADMINISTRATOR FOR ADMINISTRATION AND RESOURCES MANAGEMENT, ENVIRONMENTAL PROTECTION AGENCY

FEBRUARY 4, 1987

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NOMINATION OF CHARLES GRIZZLE

THURSDAY, FEBRUARY 4, 1988

U.S. SENATE,
COMMITTEE ON ENVIRONMENT AND PUBLIC WORKS,
Washington, DC.

The committee met, pursuant to notice, at 2:06 p.m., in room 406, Dirksen Senate Office Building, Hon. Quentin N. Burdick (chairman of the committee) presiding.

Present: Senator Burdick.

OPENING STATEMENT OF HON. QUENTIN N. BURDICK, U.S. SENATOR FROM THE STATE OF NORTH DAKOTA

Senator BURDICK. Good afternoon, ladies and gentlemen. I would like to welcome you to this hearing on the nomination of Charles Grizzle to be Assistant Administrator for Administration and Resources Management of the Environmental Protection Agency.

Mr. Grizzle has worked as Deputy to the Assistant Secretary for Administration at the Department of Agriculture. In addition, he has several years' experience as a banker. He will need all his skills in his new position at the EPA.

As Assistant Administrator for Administration and Resources Management, Mr. Grizzle will be responsible for everything from data management to personnel. The EPA clearly needs a capable and experienced hand in charge of agency management. The EPA needs to get the most out of every available dollar, and as environmental programs get ever more complex, the agency needs the very best managers and scientists. Keeping the EPA running smoothly will be a big job.

I look forward to hearing from you, Mr. Grizzle, on how you plan to go at it.

I understand we have two of our colleagues here today. I shall call on Senator Ford first.

STATEMENT OF HON. WENDELL H. FORD, U.S. SENATOR FROM THE STATE OF KENTUCKY

Senator FORD. Thank you, Mr. Chairman. It's good to see you this afternoon.

I'd like to introduce a man I have come to know and respect as a banker, public-spirited citizen, and highly accomplished public servant, Charles L. Grizzle. It is my privilege to introduce Mr. Grizzle to this committee as the President's truly outstanding nominee for Assistant Administrator for Administration and Resources Management in the Environmental Protection Agency.

Charlie Grizzle comes to us with an impressive background for a highly demanding and extremely important job in the EPA. The Assistant Administrator also represents the Administration and has key responsibility in many areas, including budget, financial information, human resources management, occupational health and safety, grants to States, universities, and other institutions, and procurement activities involving Superfund and important contracts.

Clearly, Mr. Grizzle has already demonstrated that he is more than equal to the task. For the past 5 years he has served with distinction as Deputy Assistant Secretary for Administration, U.S. Department of Agriculture. In that capacity he shared policy and operational oversight of offices with budgets running into the hundreds of millions of dollars, and 2,000 employees handling personnel and financial management; operations; information and resource management; and equal opportunity in that department.

At the request of Secretary Block, he led a task force in 1985 that produced a report leading to more efficient management of the department's field and headquarters operations. Earlier he served as confidential assistant to the Secretary of Agriculture and staff assistant to the director of the Office of Operations and Finance.

Mr. Chairman, in addition to all these impressive credentials, Charlie Grizzle is a dyed-in-the-wool Kentuckian, having been born on a farm in Greenup County. He earned his bachelor's degree from the University of Kentucky, and recently completed his Senior Managers in Government program at the Kennedy School of Government at Harvard University. He served as an officer of a Louisville bank before beginning his career in Government.

Mr. Chairman, in light of his many qualifications, Mr. Grizzle is the kind of individual that I am very happy to present to this committee for confirmation to a high-level position involving the environmental future of our Nation. I thank the Chairman for his courtesy.

Senator BURDICK. Thank you.

Senator McConnell?

STATEMENT OF HON. MITCH McCONNELL, U.S. SENATOR FROM THE STATE OF KENTUCKY

Senator MCCONNELL. Mr. Chairman, if I may, I second the remarks of my senior colleague from Kentucky. I wish that we could both say that we've just been overrun with Kentuckians nominated for high positions over the last few years. That has not been the case, so it's a particular thrill when one is, particularly one who, in my case, I've known for almost 20 years. I knew Charlie Grizzle from the time he got out of college, through his banking career, and have watched, with great admiration, his success in other posts in this Administration.

So let me just simply say that he has my highest recommendation without qualification, and it's a pleasure to be here today on his behalf.

Thank you.

Senator BURDICK. Thank you. I want to thank the two Senators for their presentations today. They have been helpful.

Senator FORD. Mr. Chairman, now that things are going to get hot I'm going to leave him on his own.

Senator BURDICK. Mr. Grizzle, do you have any statement to make?

STATEMENT OF CHARLES L. GRIZZLE, NOMINEE TO BE ASSISTANT ADMINISTRATOR FOR ADMINISTRATION AND RESOURCES MANAGEMENT, ENVIRONMENTAL PROTECTION AGENCY

Mr. GRIZZLE. Mr. Chairman, thank you for this opportunity. I would like to thank my two Senators from my home State as they depart the committee room for their gracious presence today. They indeed do me an honor.

I would like to thank Lee Thomas for his confidence in me, for selecting me for this position, and the President for his confidence in me, for nominating me for this high post.

I have a prepared statement that, with your permission, I will not read but simply submit for the record. I would like to discuss with you for a few minutes, if I may, some of my feelings about this important position and some of the things that I think I might be able to bring to the job.

Senator Ford mentioned the fact that I'm an avid son of the Commonwealth of Kentucky and, like North Dakota, Kentucky is a place of great beauty. I think it's a very distinct honor for me to have an opportunity to try to improve the management of an agency like the Environmental Protection Agency that is so critical to the health, welfare, and physical beauty of our great Nation.

I do feel that I have some unique qualifications. I believe that the four and a half years or so that I have spent as the number two management/policy official at the Department of Agriculture has given me the necessary foundation, in addition to my years in the banking business, to carry out this job.

I have a very simple philosophy when it comes to management in the Federal Government. I believe that management programs exist to support the program missions of an agency, and I believe that we should do so quietly, efficiently, and effectively.

I also believe in an interactive process whereby I reach out and work with as many people as I can in order to get the job done. Of course, that includes the employees of the agency. That includes Members of Congress and their staffs, and other agencies of the Federal Government and State governments. We have a big job to do in environmental protection in this country.

Just a few moments in terms of goals and plans that I would foresee being involved in if I am confirmed for this position.

The Administrator and Deputy Administrator, Lee Thomas and Jim Barnes, have placed a great deal of emphasis—as has my predecessor, Howard Mesner, and the current Acting Assistant Administrator, Morgan Kinghorn—in the area of human resources management. I feel very strongly that once we get good people involved in the Federal Government and once we find or are able to attract employees to Federal service, we must do everything in our power to take care of those people once we have them. That involves

training and development and helping those people ensure that they are able to make the highest possible contribution to their jobs.

We will be embarking on continuation of automating our administrative support systems so that the managers in our agency can have more flexibility and be able to manage their jobs more efficiently.

I am concerned, and will be involved in seeing to it, that we take an integrated and aggressive approach toward improving the management of the Superfund program.

Lastly, I will be particularly involved in expanding the role of the EPA Institute, which was engineered by Mr. Thomas to provide the best training possible at the lowest cost for EPA employees.

Mr. Chairman, thank you again for this opportunity, and I would be delighted to entertain any questions you might have.

Senator BURDICK. Thank you.

Your responsibilities in your new position at EPA will include the health and safety of EPA employees. I learned recently that there has been concern among the employees at EPA's Atlanta office over contamination of the air in the office. Are you aware of this situation?

Mr. GRIZZLE. No, sir, I am not.

Senator BURDICK. Will you look into this problem and provide the committee with a summary of the issue and your assessment of what needs to be done to assure a safe work environment?

Mr. GRIZZLE. I will do so immediately upon confirmation.

Senator BURDICK. Former Administrator Ruckleshaus commissioned a study of budget and personnel processes at EPA by the National Academy of Public Administration back in 1984. That report contained a wide range of recommendations for actions to improve agency management. I'd like to know what has been done to implement these recommendations over the past few years. If confirmed, will you agree to provide the committee with a progress report on the implementation of the recommendations of the Academy?

Mr. GRIZZLE. Yes, Mr. Chairman, I would be glad to provide the committee with a progress report. This is an area that I expect to be extremely involved in in a very personal way. There are many recommendations of the National Academy that have been implemented at the EPA. From my limited knowledge so far, I believe the agency has a very good story to tell in that area. We still have many more things that need to be done. I'll be devoting a great deal of my time to that, in directing those efforts in the human resource management area. I would be delighted to apprise the committee at the committee's convenience of our progress and our plans.

Senator BURDICK. Thank you.

The National Academy of Public Administration identified a general problem of lack of continuity of senior management during transitions. The Academy recommended that the number of Presidential appointments at the agency be reduced. The Academy further recommended that the head of administration—the position you are nominated for—and the head of R&D be career Civil Service rather than appointed positions. You may be faced with manag-

ing a transition at the agency in the not-too-distant future. Will you give the committee your assurance that you will do everything you can to provide for a smooth transition of administrative functions?

Mr. GRIZZLE. Yes, sir, I assure you that I will.

Senator BURDICK. We have a standing practice of asking the appointees coming before the committee to assure us that they will appear before the Congress when requested. Will you agree to appear before any committee of the Senate or the House of Representatives of the United States Congress if asked to do so?

Mr. GRIZZLE. Mr. Chairman, I will. It will be an honor to do so.

Senator BURDICK. Finally, do you own any properties or hold any positions which would put you in a conflict of interest position if you are confirmed in this position at the EPA?

Mr. GRIZZLE. No, sir, I do not.

Senator BURDICK. Mr. Grizzle, thank you for appearing before the committee today. The committee will consider this nomination as expeditiously as possible.

Mr. GRIZZLE. Thank you, Mr. Chairman. I appreciate it very much.

Senator BURDICK. Thank you for your testimony.

[Whereupon, at 2:19 p.m., the committee was adjourned, to reconvene at the call of the Chair.]

[Mr. Grizzle's written statement and responses to a committee questionnaire follow:]

STATEMENT OF
CHARLES L. GRIZZLE
FOR CONFIRMATION AS
ASSISTANT ADMINISTRATOR
FOR ADMINISTRATION AND RESOURCES MANAGEMENT
U.S. ENVIRONMENTAL PROTECTION AGENCY
BEFORE THE COMMITTEE ON
ENVIRONMENT AND PUBLIC WORKS
UNITED STATES SENATE
FEBRUARY 3, 1988

Mr. Chairman and Members of the Committee. It is indeed an honor for me to appear before you today for your consideration as the President's nominee for the position of Assistant Administrator for Administration and Resources Management at the U.S. Environmental Protection Agency. I would like to express my appreciation to Administrator Thomas for his selection and to President Reagan for his nomination of me for this important position.

I would like to briefly outline my qualifications for this position and to summarize some priorities that would help Lee Thomas improve the management of EPA in the coming year.

The combination of my seven and one-half years in the private sector as a banking officer and the five and one-half years in the public sector at the U.S. Department of Agriculture have provided me the necessary foundation to discharge the responsibilities of this important job. My days in the banking business gave me a sound background in finance and service to the public. I have had the pleasure of serving in three different positions at the U.S. Department of Agriculture since joining that agency in February 1982. My initial responsibility was to prepare a report to the Director of the Office of Operations and Finance on improving cash management practices for the department. I was then named an assistant to the Secretary of Agriculture with secondary responsibility for non-career appointments for the entire agency. In August 1983 I was named by the

Secretary as his Deputy Assistant Secretary for Administration. In that capacity I shared responsibility with the Assistant Secretary for promulgation of management policy for the department as well as many operational functions. My experience in the areas of budget, finance, procurement, facilities, property, information resources management, data processing, federal assistance, safety and health and personnel management for the last four and one-half years in a very large decentralized department uniquely qualify me for the position to which I have been nominated. Additionally, in 1984, Secretary John R. Block called on me to lead a task force to examine the organization and structure of USDA. I was given the opportunity to assemble some of the most capable career professional talent in the department to assist me. In our eight month effort we enlisted the participation of our fellow employees in every state and in every agency in the department as well as key former USDA officials, members of Congress and their staffs, representatives of agricultural constituent groups and private citizens to formulate our recommendations. Many of the recommendations contained in our report have now been implemented achieving substantial savings for the taxpayers and improving the operations of many of the department's programs.

My previous private and public employment experiences have given me the tools to do this job, but, more importantly have provided me the maturity, self-confidence and inter-personal skills to be an effective leader. I am indeed fortunate to be

afforded this opportunity. The management team at EPA is considered one of the strongest in the Federal Government. My challenge is to maintain it, support it and strive to make EPA's management team even stronger. My management philosophy is very simple. I believe that management exists to support the program missions of the agency. I further believe that we must understand that public service is a calling of the highest magnitude and that federal career civil servants should be recruited, trained and developed so that our Federal Government will continue to provide the highest level of service to the people of our country.

The Environmental Protection Agency has a difficult and diverse mission, a mission that is of fundamental importance to protecting the Nation's environment. Extraordinary talent and commitment is needed on every management front to provide efficient support for that mission. Although I will be faced with many challenges during the coming year, I would like to outline several areas which I believe merit special attention.

- Automation of administrative systems. The agency is in the process of implementing an integrated financial management system which will give our managers greater ability to manage their resources. It is imperative that the other modules of this system - personnel, contracts, grants and property - be developed on schedule and according to plan.

- State/EPA data management program. This effort must be expanded to enable all states to share information with EPA so we can assure compliance with Federal environmental laws and support effective state and local environmental programs.

- Superfund management. I believe we should take a coordinated approach in the Office of Administration and Resources Management to enable this office to aggressively assist the Superfund program, particularly in the areas of training and retention of employees.

- Training. Administrator Thomas is extremely interested in expanding the EPA Institute so that it may become a more significant training vehicle for the agency. Through the Institute we can continue to enhance the abilities of EPA employees to meet the challenges of a cleaner environment while improving the coordination in training throughout the agency. Likewise, the Administrator is most interested in seeing the Institute extend its programs through the regions to the state level as an important dimension of his commitment to technology transfer. I concur in Mr. Thomas' concerns and am anxious to direct those efforts.

- Human Resource Initiatives. Lee Thomas, Jim Barnes, the Deputy Administrator, and Howard Messner, the former Assistant Administrator for Administration and Resources Management, have launched a number of initiatives in the area of human resource

management. Should I be confirmed for this position, one of my most important challenges will be to continue those efforts. The U.S. Environmental Protection Agency has been fortunate during its existence in its ability to attract the best and brightest to the cause of a cleaner environment. We must now find ways to match their skills and their commitment to our environment with the agency's mission in an effort to retain their talents. We must creatively utilize all the flexibility afforded us from the Office of Personnel Management. We must provide training and development opportunities for our employees at all levels and we must not be reticent in rewarding and recognizing outstanding performers.

Mr. Chairman, thank you again for this opportunity to appear before you today. This completes my opening statement. I will be happy to respond to any questions you might have.

UNITED STATES SENATE

COMMITTEE ON ENVIRONMENT AND PUBLIC WORKS

STATEMENT FOR COMPLETION BY PRESIDENTIAL NOMINEES

Name: Grizzle (Last) Charles (First) Leslie (Middle)

Position to which nominated: AA for OARM - EPA **Date of Nomination:**

Date of birth: 22/07/48 (Day) (Month) (Year) **Place of birth:** Louisville, KY

Marital status: Divorced **Full name of spouse:** Susan Huffman Grizzle

Name and ages of children: None

Education:

Institution	Dates attended	Degrees received	Dates of degrees
Univ. of Louisville	1972-1974	None	
Univ. of Kentucky	1966-1970	B.A.	1973
Wurtland High School	1962-1966	Diploma	1966

Employment record: List all positions held since college, including the title and description of job, name of employer, location, and dates. If you were terminated involuntarily from any position(s), please note the circumstances.

7/83 - Present US Dept. of Agri., Wash., D.C., DAS for Admin. (government)

3/82-7/83 US Dept. of Agri., Wash., D.C., Conf. Asst. to Secretary (government)

2/82-3/82 US Dept. of Agri., Office of Finance & Management, Wash., D.C. (government)

Employment record—Continued

7/81-2/82 Republican Party of KY, Frankfort, KY (Political Committee)

8/80-11/80 Reagan/Bush Committee, Arlington, VA (Political Committee)

11/74-7/81 First National Bank, Louisville, KY, Loan Officer (Retail banking)

8/74-11/74 Kentuckians for Senator Marlow Cook, Louisville, KY (Political Committee)

12/73-8/74 First National Bank, Louisville, KY (Retail banking)

Honors and awards: List significant scholarships, fellowships, honorary degrees, military medals, honorary society memberships, and any other special recognitions for outstanding service or achievement.

Graduate J. F. Kennedy School of Government, Harvard University - Program for Senior Managers in Government

Memberships: List significant memberships and offices held in professional, fraternal, business, scholarly, civic, charitable and other organizations.

Organization	Office held (if any)	Dates
Reagan Deputy Assistant Secretaries	President	5/85 - 9/87

Qualifications: State fully your qualifications to serve in the position to which you have been named.

The seven and one-half years spent in banking gave me a foundation in management and service delivery. The last four years as DAS for Administration at USDA have allowed me to expand those skills and adapt to the public sector. My political activities have given me the necessary people skills to provide leadership. I believe I am adept at motivating people and at fostering teamwork, and I understand the need to constantly search for ways to reduce "overhead expenses" in the Federal Government so that programs can be efficiently delivered to the public.

Future employment relationships:

1. Indicate whether you will sever all connections with your present employer, business firm, association or organization if you are confirmed by the Senate.

Yes

2. As far as can be foreseen, state whether you have any plans after completing government service to resume employment, affiliation or practice with your current or any previous employer, business firm, association or organization.

No

3. Has anybody made a commitment to you for a job after you leave government?

No

4. (a) If you have been appointed for a fixed term, do you expect to serve the full term?

N/A

(b) If you have been appointed for an indefinite term, do you have any known limitations on your willingness or ability to serve for the foreseeable future?

No

(c) If you have previously held any Schedule C or other appointive position in the Executive branch, irrespective of whether the position required Congressional confirmation, please state the circumstances of your departure and its timing.

Confidential Asst. to Secretary, USDA 1982-1983 - Promotion

Deputy Asst. Sec. for Admin., USDA 1983-1987 - Move to EPA

Financial Statement:

1. Attach a copy of your Executive Personnel Financial Disclosure Report (SF 278).

2. List sources, amounts and dates of all anticipated receipts from deferred income arrangements, stock options, uncompleted contracts and other future benefits which you expect to derive from previous business relationships, professional services and firm memberships or from former employers, clients, and customers. Amounts should be indicated by the categories established for reporting income on Form SF 278, Schedule A.

None

3. Are any assets pledged? (Add schedule).

No

4. Are you currently a party to any legal action?

No

5. Have you filed a Federal income tax return for each of the last 10 years? If not, please explain the circumstances.

Yes

6. Has the Internal Revenue Service ever audited your Federal tax return? If so, what resulted from the audit?

No

Potential conflicts of interest:

1. Describe any financial or deferred compensation agreements or other continuing dealings with business associates, clients or customers who will be affected by policies which you will influence in the position to which you have been nominated.

None

2. List any investments, obligations, liabilities, or other relationships which might involve potential conflicts of interest, or the appearance of conflicts of interest, with the position to which you have been nominated.

None

3. Describe any business relationship, dealing or financial transaction (other than taxpaying) which you have had during the last 10 years with the Federal Government, whether for yourself or relatives, on behalf of a client, or acting as an agent, that might in any way constitute or result in a possible conflict of interest, or an appearance of conflict of interest, with the position to which you have been nominated.

None

4. Explain how you will resolve any potential conflict of interest, or appearance of a conflict of interest, that may be disclosed by your responses to the above items.

I see no political conflict from my above responses.

5. **Explain how you will comply with conflict of interest laws and regulations applicable to the position for which you have been nominated. Attach a statement from the appropriate agency official indicating what those laws and regulations are and how you will comply with them. For this purpose, you may utilize a statement by the relevant agency Ethics Officer.**

I have been briefed by the Agency Ethics Officer regarding compliance with conflict of interes. laws and regulations. A memorandum from him is attached.

Political affiliation and activities: **List all memberships and offices held in, or financial contributions (in excess of $1,000), and services rendered to any political party or election committee during the last 10 years.**

Executive Director, Republican Party of Kentucky - 7/81 - 2/82

Deputy Chairman, Kentucky Reagan Bush Committee - 1980

Alternate Delegate, Republican National Convention - 1980

Finance Chairman, 3rd Cong. Dist. - Rep. Party of KY - 4/80 - 7/81

Member, State Central Comm., Rep. Party of KY - 1976 - 78

Convention Chairman, 3rd Cong. Dist. - Rep. Party of KY - 1978 & 1980

Member, Jefferson County Republican Executive Committee - 1980 - 81

Precinct Captain, Jefferson County Republican Party - 1973 - 81

Candidate, Kentucky General Assembly - 1977

"A" Dist. Chm., Brown & Creech for Jeff. Co. Commissioners - 1979

Purgation Volunteer, McConnell for County Judge/Exec. - 1977

Published writings: **List the titles, publishers and dates of any books, articles, or reports you have written. (Please list first any publications and/or speeches that involve environmental or related matters.)**

None

Additional Matters:

1. If there is any additional information which you believe may be pertinent to the Members of the Committee in reaching their decisions, you may include that here.

None

2. Do you agree to appear before all Congressional Committees which seek your testimony?

Yes

3. Having completed this form, are there any additional questions which you believe the Committee should ask of future nominees?

No

AFFIDAVIT

_____) ss. being duly sworn, hereby states that he/she has read and signed the foregoing Statement for Completion by Presidential Nominees including the Financial Statement and that the information provided therein is, to the best of his/her knowledge and belief, current, accurate, and complete.

Charles L. Griffo

Subscribed and sworn before me this day of , 19 .

_____
Notary Public

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

NOV 27 1987

OFFICE OF
GENERAL COUNSEL

Donald Campbell, Acting Director
Office of Government Ethics
1625 K Street, N.W., Suite 400
Washington, D.C. 20044

Dear Mr. Campbell:

As required by 5 C.F.R. §734.604(c), I have reviewed the Executive Personnel Financial Disclosure Report (SF 278) submitted by Charles L. Grizzle in connection with his nomination as Assistant Administrator for Administration and Resources Management of the Environmental Protection Agency.

I have determined that the report is complete and discloses no likely conflict of interest under applicable statutes and regulations. I have also discussed with Mr. Grizzle the conflict of interest statutes and EPA standards of conduct.

Accordingly, I have signed and dated Mr. Grizzle's SF 278, and it is enclosed. A statement of the organization and functions of the Office of Administration and Resources Management is also enclosed.

Please call me at 475-8064 if you have any questions.

Sincerely,

Gerald H. Yamada

Gerald H. Yamada
Deputy General Counsel
Designated Agency Ethics Official

Enclosures

United States
Office of Government Ethics
P.O. Box 14108
Washington, D.C. 20044

DEC 3 1987

Honorable Quentin N. Burdick
Chairman
Committee on the Environment
and Public Works
United States Senate
Washington, D.C. 20510

Dear Mr. Chairman:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by Charles L. Grizzle, who has been nominated by President Reagan for the position of Assistant Administrator for Administration and Resources Management, Environmental Protection Agency.

We have reviewed the report and have also obtained advice from the Environmental Protection Agency concerning any possible conflict in light of the Agency's functions and the nominee's proposed duties. Based thereon, we believe Mr. Grizzle is in compliance with applicable laws and regulations governing conflicts of interest.

Sincerely,

Donald E. Campbell

Donald E. Campbell
Acting Director

Enclosure

ROBERT P. FLYNN
CHIEF, AGENCY RELATIONS BRANCH
OFFICE OF GOVERNMENT ETHICS

MAILING ADDRESS:
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